

FIG. 1A

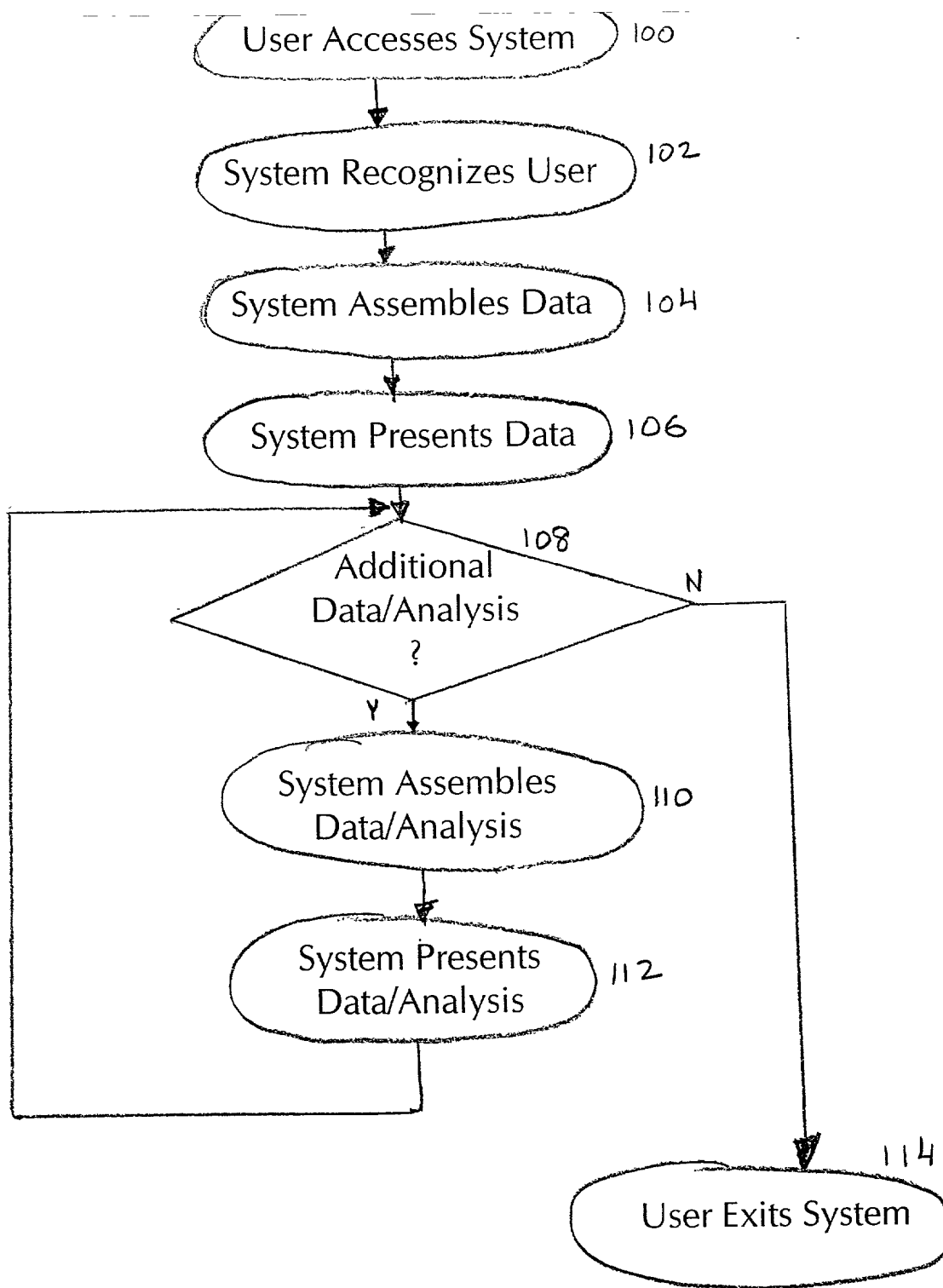


FIG. 1B

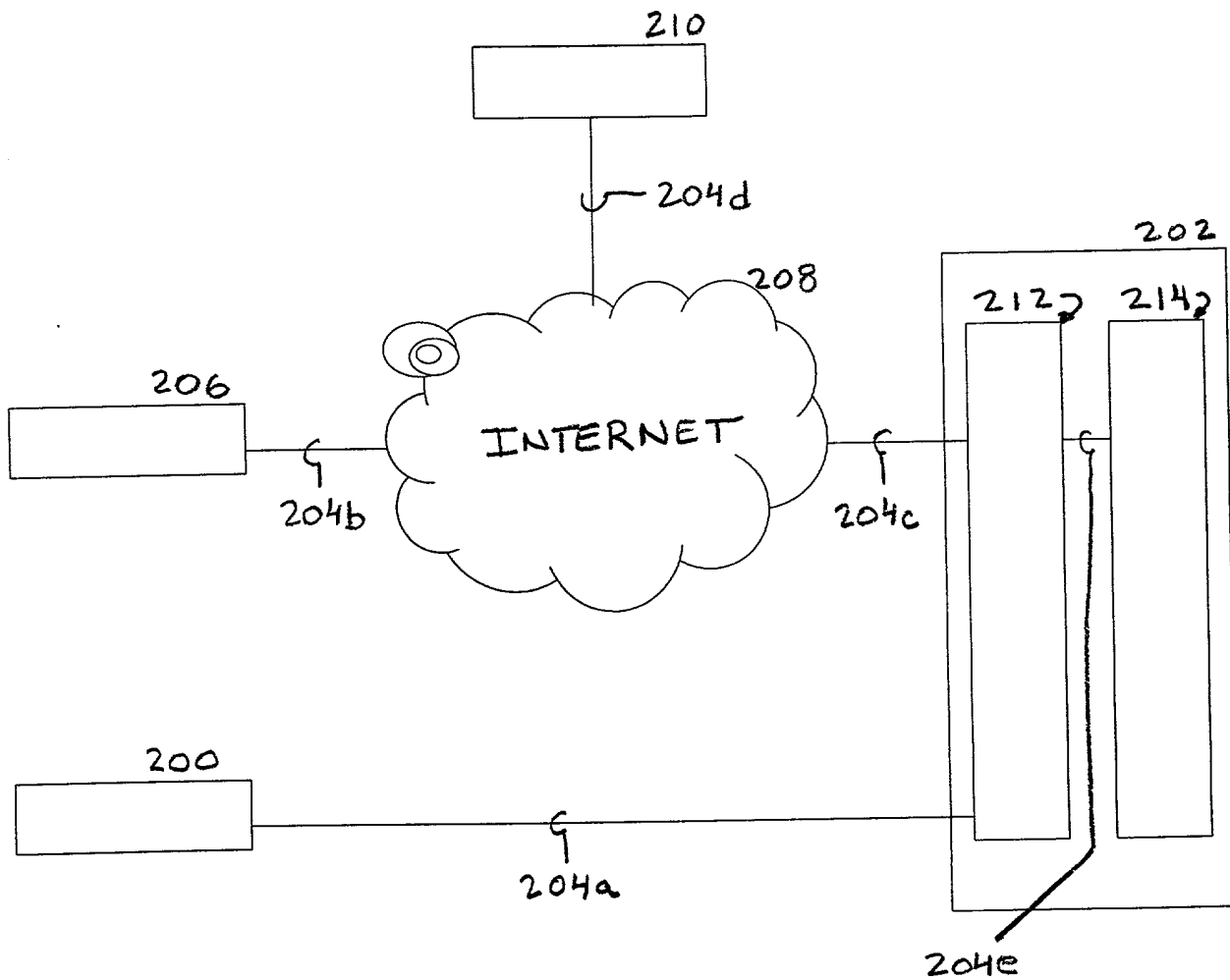


FIG. 2

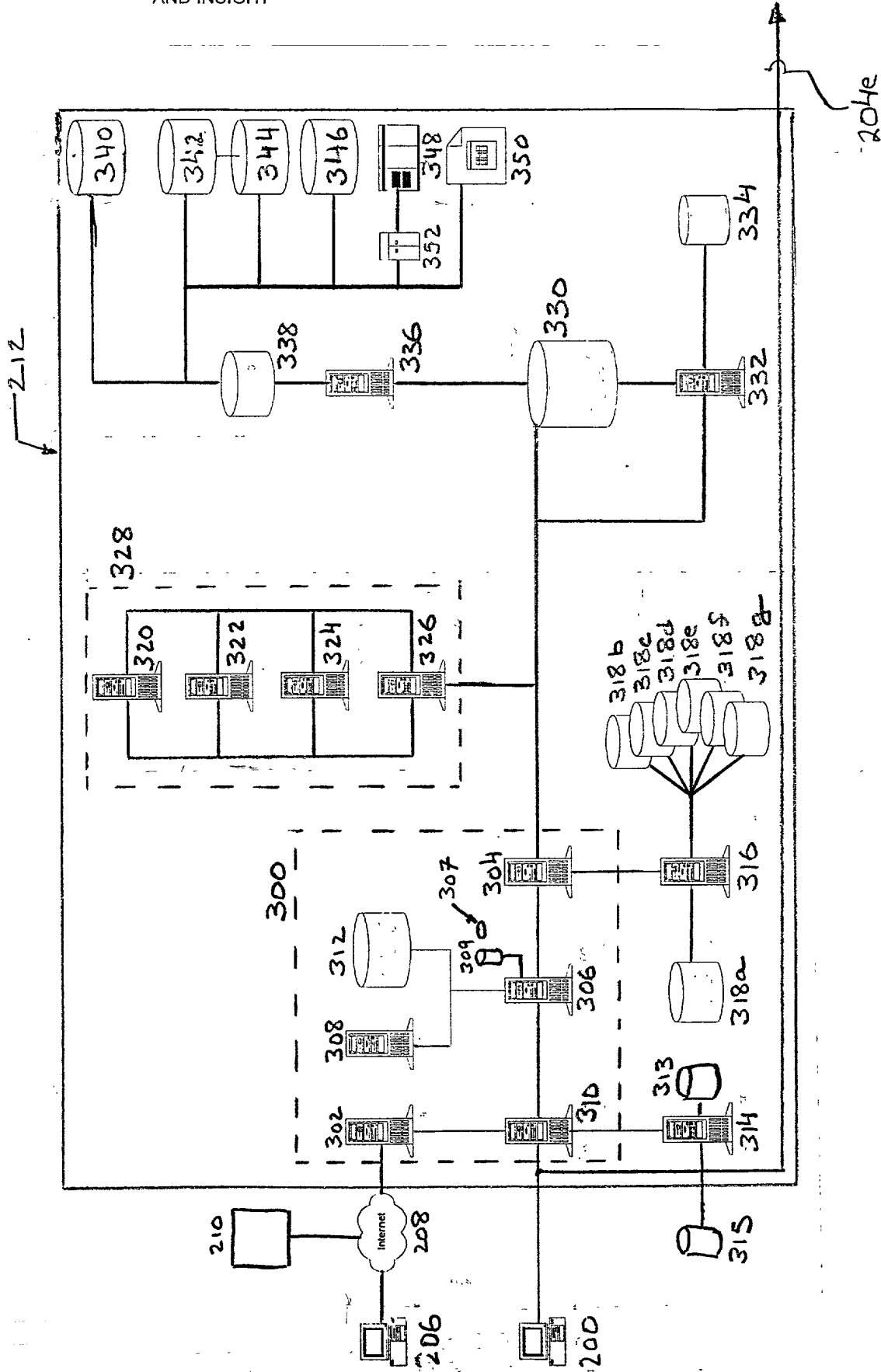


FIG. 3

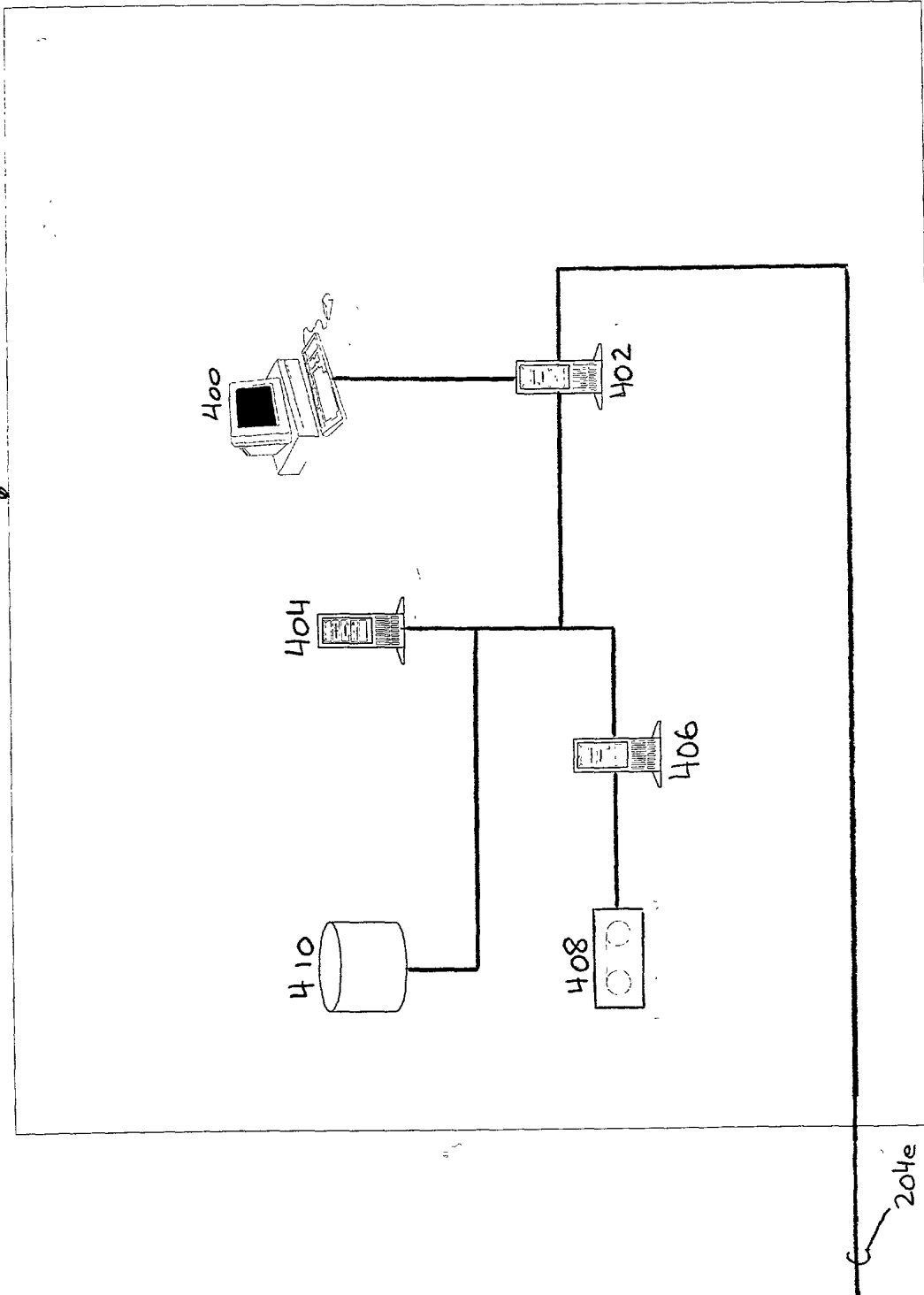


FIG. 4

2020-1582001



JOURNAL OF THE

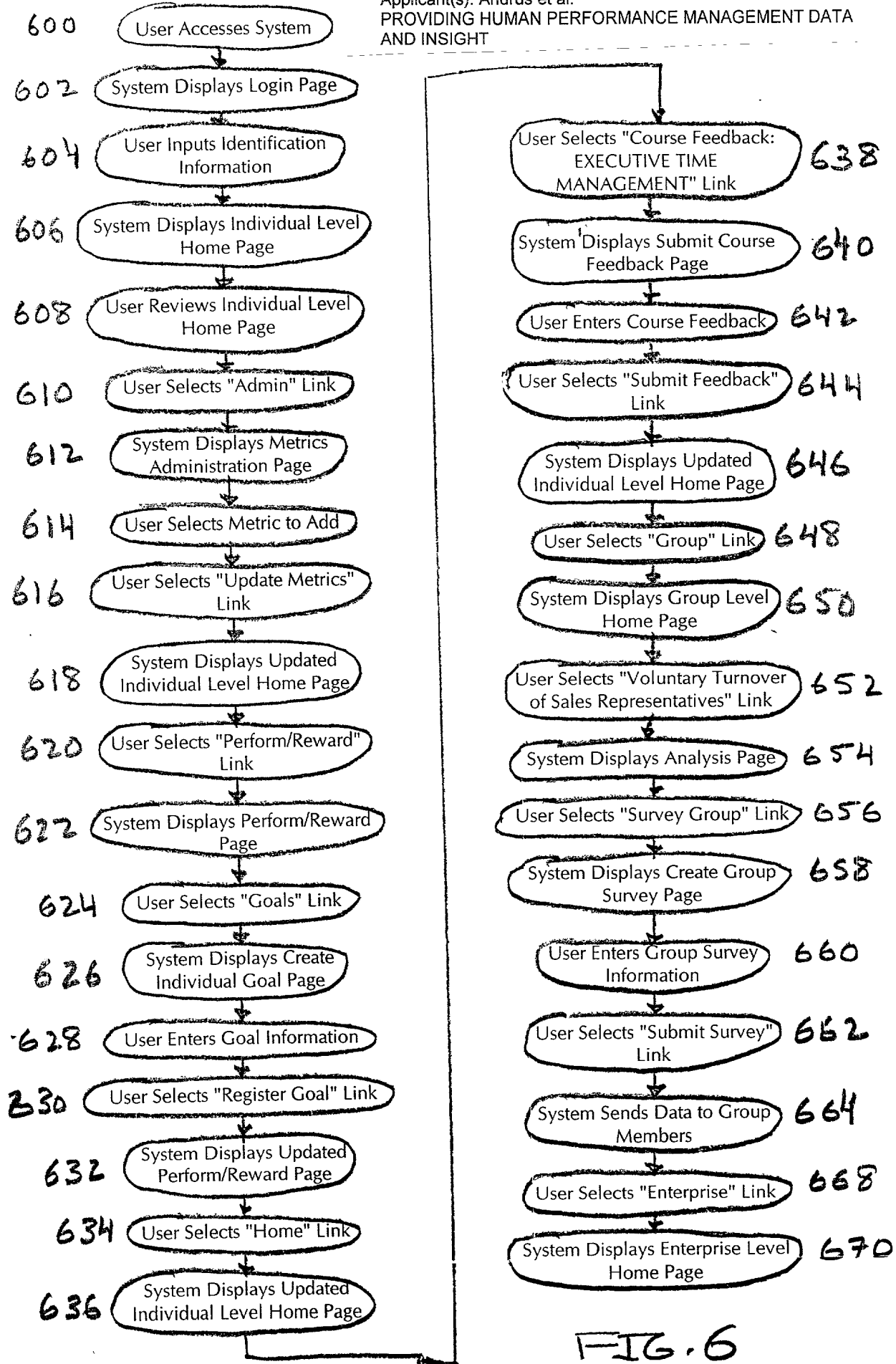
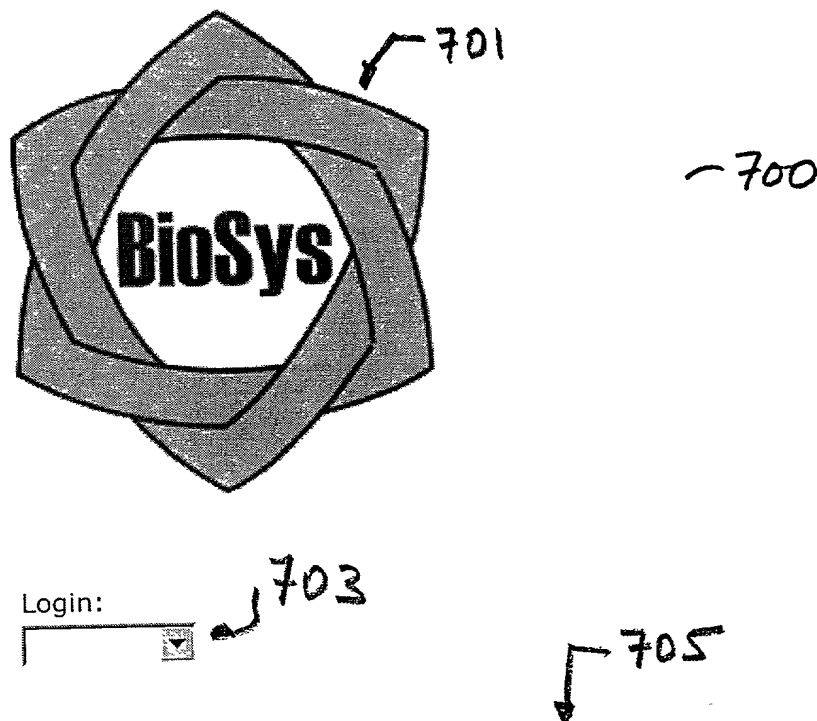


FIG. 6

10072531-020702



The system presented represents an implementation of
Accenture's vision of Integrated Performance Management.

FIG 7A

702

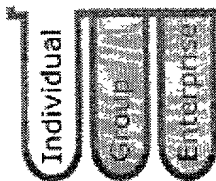
Logout - Help

John Sullivan

August 14, 2000 - 8:54AM



ETM Home



SCORECARD

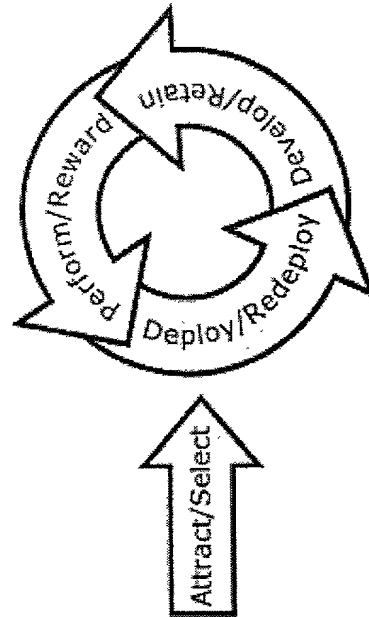
OPERATIONS:		CUSTOMER VALUE:	
Nondeployed Percentage	▲	Number of New Customers	▼
Development Rate	▼	Customer Satisfaction Rating	▲
INNOVATION:		FINANCIAL RESULTS:	
Leading-edge Technology Sales	▼	Percent Increase in Global Sales	▲
Use of Online Development	▲	Proposed Project Revenue	▲

METRICS

Admin

NAME	SET	AVG	IND
% of goals achieved	100%	84%	100%
% of course feedback completed	100%	92%	67%
% of on time appraisals	100%	45%	94%

INTENTIONS



TALENT EVENTS

Week Month Year

Course Feedback: EXECUTIVE TIME MANAGEMENT	08-11-2000	!
Survey: COMMUNICATION	08-15-2000	✓

About BioSys

FIG. 7B

R

704

[Logout](#) - [Help](#)**John Sullivan****Metric Administration**

August 14, 2000 - 8:55AM

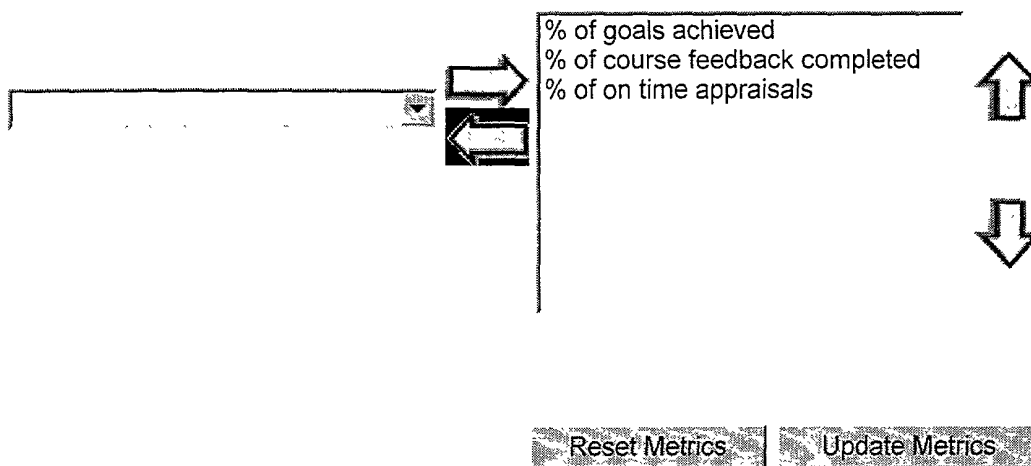








[Home](#)**Available Metrics****Display**[About BioSys](#)

FIG. 7C

SCORECARD

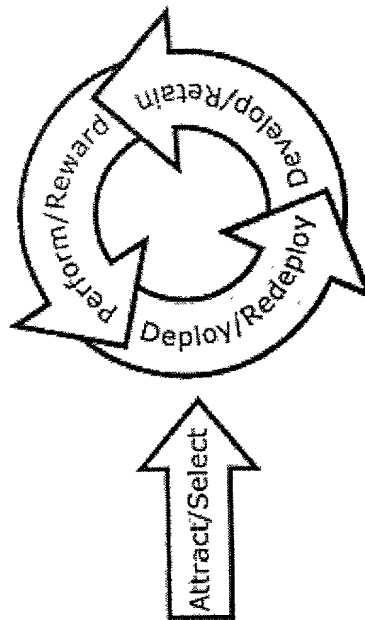
OPERATIONS:		CUSTOMER VALUE:	
Nondeployed Percentage		Number of New Customers	
Development Rate		Customer Satisfaction Rating	
INNOVATION:		FINANCIAL RESULTS:	
Leading-edge Technology Sales		Percent Increase in Global Sales	
Use of Online Development		Proposed Project Revenue	

METRICS

Admin

NAME	SET	AVG	IND
% of goals achieved	100%	84%	100%
% of course feedback completed	100%	92%	67%
% of on time appraisals	100%	45%	94%
% deployed time	80%	71%	82%

INTENTIONS





TALENT EVENTS

Week

Month

Year

Course Feedback: EXECUTIVE TIME MANAGEMENT	08-11-2000	
Survey: COMMUNICATION	08-15-2000	

708



[Logout](#) - [Help](#)

John Sullivan

August 14, 2000 - 8:56 AM

Perform/Reward

[Home](#)

Create:	Modify:	Report:	Snapshot:			
Distribute Goals	Update Progress	Goal Report	Item	Complete	Total	Percentage
Create Appraisal	Modify Goals	Appraisal/360	Surveys	4	4	100%
Create Goal	View Goals	Report	Goals	8	8	100%
Create Survey	Perform	View Published	Appraisals	2	9	22%
Publish Survey	Assessment	Report	Total	12	21	57%
	View Appraisal	Comp. Mgmt.				
	Take Survey	Report				
	Modify					
Create Categories	Competency					
	View					
	Competency					

Goal

The Goal module supports the setting of performance standards using goals

360

360 is used for upward/downward feedback

Appraisal

Appraisal is for employee assessments

Survey

Survey allows

Competency Management

Competency Management enables organization of performance criteria

[About BioSys](#)

FIG. 7 E

710
↙



[Logout](#) - [Help](#)

John Sullivan

August 14, 2000 - 8:56AM

Create Individual Goal

[Home](#) - [Perform/Reward](#)

Goal Name:

Increase Sales

Creation Date:

08-14-2000

Type:

☐ Short Term

☒ Long Term

Completion Date:

September 14, 2001

Metric Influences:

training hours taken

of new customers

referrals offered

customer satisfaction rating

% deployed time

% of budgeted training taken

group turnover rate

% referrals hired

Description:

Achieve \$200,000 in sales in one year's time.

Clear

Register Goal

[About BioSys](#)

FIG. 7F
→

712



[Logout](#) - [Help](#)

John Sullivan

Perform/Reward

August 14, 2000 - 9:02AM

[Home](#)

Create:	Modify:	Report:	Snapshot:			
Distribute Goals	Update Progress	Goal Report	Item	Complete	Total	Percentage
Create Appraisal	Modify Goals	Appraisal/360	Surveys	4	4	100%
Create Goal	View Goals	Report	Goals	8	9	89%
Create Survey	Perform	View Published	Appraisals	2	9	22%
Publish Survey	Assessment	Report	Total	12	22	55%
	View Appraisal	Comp. Mgmt.				
	Take Survey	Report				
	Modify					
Create Categories	Competency					
	View					
	Competency					

Goal

The Goal module supports the setting of performance standards using goals

360

360 is used for upward/downward feedback

Appraisal

Appraisal is for employee assessments

Survey

Survey allows

Competency Management

Competency Management enables organization of performance criteria

[About BioSys](#)

FIG. 7G

2020-08-14 09:03 AM

714 ✓

Logout - Help

John Sullivan

August 14, 2000 - 9:03 AM



ETM Home

- Individual
- Group
- Enterprise

SCORECARD

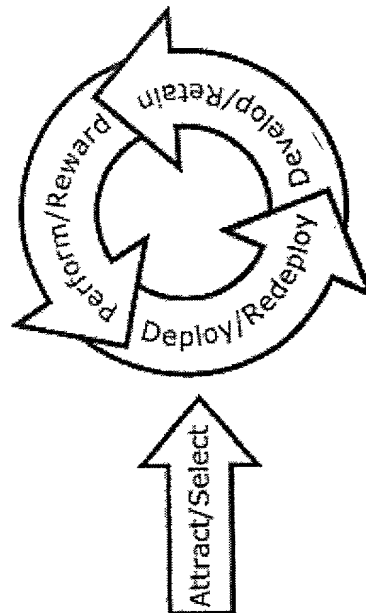
OPERATIONS:		CUSTOMER VALUE:	
Nondeployed Percentage	▲	Number of New Customers	▼
Development Rate	▼	Customer Satisfaction Rating	▲
INNOVATION:		FINANCIAL RESULTS:	
Leading-edge Technology Sales	▼	Percent Increase in Global Sales	▲
Use of Online Development	▲	Proposed Project Revenue	▲

METRICS

Admin

NAME	SET	AVG	IND
% of goals achieved	100%	84%	89%
% of course feedback completed	100%	92%	67%
% of on time appraisals	100%	45%	94%
% deployed time	80%	71%	82%

INTENTIONS



TALENT EVENTS

Week Month Year

Course Feedback: EXECUTIVE TIME MANAGEMENT	08-11-2000	!
Survey: COMMUNICATION	08-15-2000	✓

About BioSys

FIG. 7H

716



[Logout](#) - [Help](#)

John Sullivan

Submit Course Feedback

August 14, 2000 - 9:04 AM

[Home](#) - [Develop/Retain](#)

Course:
**Executive Time
Management**

Course Number:
3342

Required:
No

Date(s) Attended:
0 7-31-2000 to 08-04-2000

Classroom:

- 1 ☐
- 2 ☐
- 3 ☒
- 4 ☐
- 5 ☐

Course Materials:

- 1 ☐
- 2 ☐
- 3 ☐
- 4 ☒
- 5 ☐

Instructor:

- 1 ☐
- 2 ☒
- 3 ☐
- 4 ☐
- 5 ☐

Overall:

- 1 ☐
- 2 ☒
- 3 ☐
- 4 ☐
- 5 ☐

Additional Comments:

Although the materials were very thorough, I didn't get much out of attending this course. Also, since the materials are available online for 1/3 cost of physically attending, I'd definitely recommend going that route.

[Clear](#)

[Submit Feedback](#)

[About BioSys](#)

FIG. 7 I

2020-08-14 09:08 AM

718

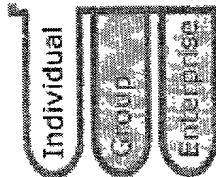


ETM Home

Logout - Help

John Sullivan

August 14, 2000 - 9:08 AM



SCORECARD

METRICS

Admin

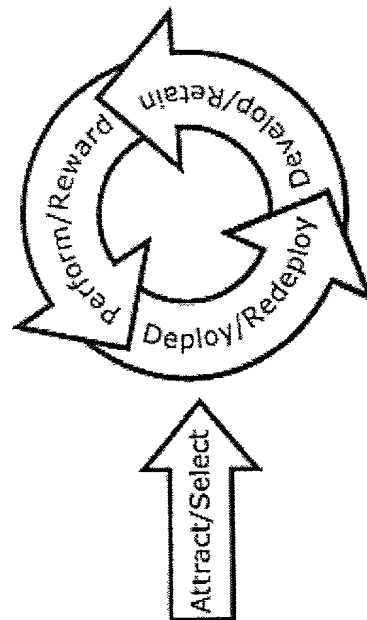
OPERATIONS:		CUSTOMER VALUE:	
Nondeployed Percentage	▲	Number of New Customers	▲
Development Rate	▲	Customer Satisfaction Rating	▲
INNOVATION:		FINANCIAL RESULTS:	
Leading-edge Technology Sales	▲	Percent Increase in Global Sales	▲
Use of Online Development	▲	Proposed Project Revenue	▲

NAME	SET	AVG	IND
% of goals achieved	100%	84%	100%
% of course feedback completed	100%	92%	67%
% of on time appraisals	100%	45%	94%
% deployed time	80%	71%	82%

INTENTIONS

TALENT EVENTS

Week Month Year



Survey: COMMUNICATION

08-15-2000

✓

About BioSys

FIG. 7A

20/02/2007 14:52:00

720 ✓



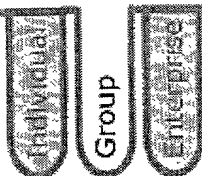
ETM Home

Logout - Help

John Sullivan

August 14, 2000 - 9:08 AM

SCORECARD



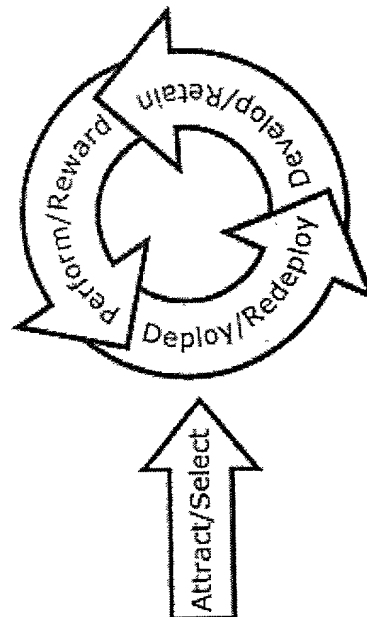
OPERATIONS:		CUSTOMER VALUE:	
Team Deployment Percentage	▲	Customer communication	▼
Voluntary Turnover of Sales Representatives	3	Customer Satisfaction Rating	▲
INNOVATION:		FINANCIAL RESULTS:	
Leading-edge Technology Product Sales	▼	Percent Increase in Global Sales	▲
Percentage of Group Sales Online	▲	Percent Increase in Large Sales	▲

Admin

METRICS

NAME	SET	AVG	IND
% of goals achieved	95%	84%	90%
% of recent promote performing satisfactorily	100%	92%	100%
% of on time appraisals	100%	45%	65%
% deployed time	80%	71%	78%

INTENTIONS



TALENT EVENTS

Week Month Year

Survey: COMMUNICATION

08-15-2000



About BioSys

FIG. 7K



[Logout](#) - [Help](#)

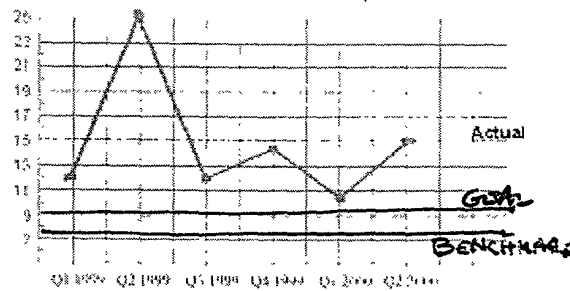
John Sullivan

Analysis

August 14, 2000 - 9:10 AM

[Home](#)

Voluntary Turnover of Sales Representatives



CSR Career Management

A lack of CSR Career Management has the potential to create a mismatch between CSRs and the roles they perform. This may lead to dissatisfaction and, ultimately, turnover. CSRs who do not believe career opportunities exist beyond their current position may become frustrated and look for employment opportunities outside of ACME. Key aspects of career management include performance feedback, recognition, and rewards.

Actual ☒ Goal ☐ Benchmark ☐

INFLUENCERS:

- Corporate Strategy
- Career Management
- Development and Training
- Sales Reps Attraction/Selection

RELATED METRICS:

Metric	Status	Trend
ACME Turnover Rate	8%	↑ +33%
# of New CSRs Hired	15	↑ +30%
Vacancy Percentage for CSR Positions	5%	↓ -37.5%
# of Internal CSR Promotions	0	↑ N/A
% of Required Evaluations Received per CSR	60%	↑ +23%

ACTIONS:

- ① PROVIDE FEEDBACK, RECOGNITION & REWARDS,
- ② SURVEY GROUP

[About BioSys](#)

COST SAVINGS @ GOAL | \$ 100,000

FIG. 7L

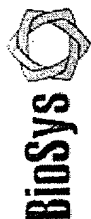
10072551.020702

Logout - Help

John Sullivan

August 14, 2000 - 9:12 AM

Creation Date:
08-14-0000 09:26 AM



Create Group Survey

Home - Perform/Reward

Topic:
Employee Insight

Survey Name:
BioSys Satisfaction

Survey Group:
jsullivan03: 'Sales Reps'

Required:
☐ No ☒ Yes

Question Scale:
1-5 (1=strongly agree)

Publication Date:
August 14, 2000

Due Date:
August 28, 2000

Question 1:

I am satisfied with my current compensation.

Allow additional comments?
☐ Yes ☒ No

Question 6:

I am happy with the level of interoffice communication.

Allow additional comments?
☐ Yes ☒ No

Question 2:

I can accomplish my career goals at BioSys.

Allow additional comments?
☐ Yes ☒ No

Question 7:

I am satisfied with the amount of overtime I am working.

Allow additional comments?
☐ Yes ☒ No

Question 3:

I have had adequate training opportunities.

Allow additional comments?
☐ Yes ☒ No

Question 8:

I feel I am challenged in my current position.

Allow additional comments?
☐ Yes ☒ No

Question 4:

I would consider myself active in the employee mentoring program.

Allow additional comments?
☐ Yes ☒ No

Question 9:

I am satisfied with the current facilities and equipment I need to

Allow additional comments?
☐ Yes ☒ No

Question 5:

I receive adequate, on time performance feedback.

Allow additional comments?
☐ Yes ☒ No

Question 10:

I feel my ideas and contribution are valued

Allow additional comments?
☐ Yes ☒ No

Add a section for general comments?

☐ Yes ☒ No

Reset Default

Submit Survey

About BioSys

FIG. 7M



ETM Home

Logout - Help

John Sullivan

August 14, 2000 - 9:26 AM

Matter No.: 12587-004001

Applicant(s): Andrus et al.

PROVIDING HUMAN PERFORMANCE MANAGEMENT DATA
AND INSIGHT

Page 21 of 21

METRICS

Admin

SCORECARD

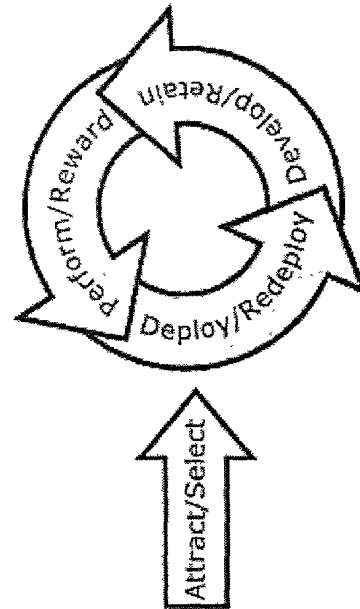
OPERATIONS:		CUSTOMER VALUE:	
Turnover Rate	▼	Percentage of Repeat Customers	▼
HR Cost as Percentage of Sales	▼	Number of New Alliances	▲
INNOVATION:		FINANCIAL RESULTS:	
Research and Development Product Pipeline	▼	Earnings Per Share	▼
Number of B2B Transactions	▲	Net Profit Per Employee	▲

NAME	SET	BMK	IND
% of temporary employees	4%	6%	4%
% of experienced hires	60%	73%	62%
% of open positions	6%	8%	7%
offer acceptance rate	57%	43%	61%
turnover of high performers	8%	7%	8%
% of internal promotions	70%	56%	67%

INTENTIONS

TALENT EVENTS

Week Month Year



Survey: COMMUNICATION

08-15-2000



About BioSys

FIG. 7N